

Section 912(c) Study Status Report

Recruiting, Developing, Rewarding and Retaining Technology Leaders



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PROBLEM

Best Technical Workers:

Demand ↑

Supply ↓

BACKGROUND

PURPOSE: *This study will examine policies that might be employed to ensure the Department's access to the highest quality science and engineering workforce.*

PRODUCT: *[Provide] an implementation plan, including proposed legislation or waiver proposals, and timelines...based on analysis of issues in recruiting, developing, rewarding and retaining technology leaders.*

Technology Leaders
Senior Study Group Charter
22 September 1998

BACKGROUND

- o FY98 Defense Authorization, Section 912(c)

- Titled: “Implementation Plan to Streamline and Improve Acquisition Organizations”
- Called for report by 1 April 98: “a plan to streamline the acquisition organizations, workforce and infrastructure”

- o SECDEF Report to Congress, 1 April 98 commits to a number of studies, in following categories:
 - Increase Acquisition Workforce Education and Training
 - o Recruit, Develop and Retain Technology Leaders
 - Restructure Research, Development, and Test
 - Restructure Sustainment
 - Move to Integrated, Paper-Less Acquisition

PREVIEW

- o Study Structures Established
- o Workshop Convened
- o Report Drafted with Alternatives Suggested:
 - Permanent Personnel
 - Non-Permanent Personnel
- o Results Already Used to Shape Legislative Proposals
- o Next Steps:
Coordinate Report, Execute Action Items

STRUCTURE

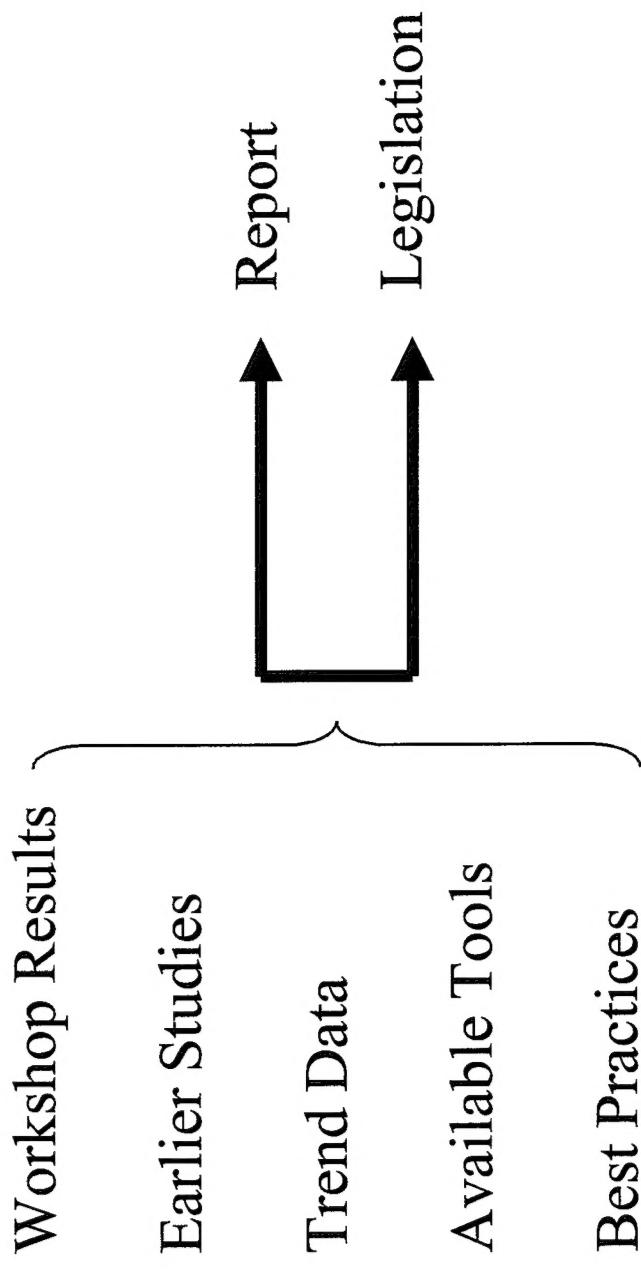
SENIOR STEERING GROUP

USD(AT&L), CO-CHAIR
USD(P&R), CO-CHAIR
USD(C)
DDR&E
ASD(FMP)
DTSEE now DOT&E
SOCAE
SAEs
ASA(MRA)
ASN(MRA)
SAF(MI)

WORKING GROUP

DDDR&E(LM&TT) now DUSD(S&T)PP, CO-CHAIR
DASSD(CPP), CO-CHAIR
SSG NOMINEES (OSD + EACH MILDEP)

PROCESS



WORKSHOP

- o “DoD Technology Leaders of the Future”
 - Mechanism for identifying issues and discovering options used by others
 - 3-4 Dec 98, Alexandria VA
 - Chairs: Dr Lance Davis/DDDR&E(LM&TT),
Dr Diane Disney/DASD(CPP)
- o Four structured sessions related to:
 - Recruitment
 - Retention and Reward
 - Quality
 - Development
- o 87 Participants
 - 9 Academia
 - 13 Industry
 - 10 Other Government
 - 55 DoD

EXAMPLES

WORKSHOP RESULTS

Quality

- Use Surveys
- Establish External Peer Reviews
- Conduct 360 Degree Appraisals
- Track Metrics

Recruitment

- Permit On-The-Spot Hiring
- Provide Competitive Compensation
- Increase 'Fly-Before-Buy' Programs
- Use Hiring Bonuses
- Improve Processes

Development

- Improve Mentoring
- Do Continuous Training
- Foster Professional Growth
- Assess Individual Needs
- View as Investment Not Cost

Retention and Reward

- Provide Competitive Compensation
- Eliminate High-Grade Controls
- Link Pay to Performance
- Improve Workforce Shaping Tools
- ID and Recognize Top Performers
- Provide Challenging Work

Significant Efforts Underway or Achieved

REPORT

HIGH LIGHTS

Draft (not yet coordinated)

- o Permanent Workforce:

- Continue personnel demonstrations and pilots, propagate best practices

- Engage independent, outside organization(s) to coordinate design of separate personnel system for scientists and engineers (S&Es)
- Consider alternative governance models (e.g., government corporations, Government-Owned Contractor-Operated or Federally Funded Research and Development Center)

- o Non-Permanent Workforce:

- Establish Commercial Intergovernmental Personnel Act (IPA)
- Expand DARPA Experimental Personnel Pilot to labs

LEGISLATION

- o ‘Recent’ Defense Authorization statutes that help
 - FY95 s.342 Personnel Demonstrations -FY99 s.246 Partnering Pilots
 - FY00 s.245 Workforce Pilots
- o Initiatives worked but not being considered for FY01
 - Scientist and Engineer Excepted Service
 - Scientist and Engineer Pilot Personnel Program
 - Civil Service Recruitment and Retention Act 2000 (‘Bonuses’)
 - Commercial Intergovernmental Personnel Act
- o Initiatives Congress is considering for FY01
 - DARPA Experimental Personnel Pilot Program for Labs
 - DoD Civil Service Workforce Realignment Act 2000 (‘VERA/VSIP’)
 - Clarification of Demonstration Authority (*appeal pending*)

SASC FY01 PROPOSAL

- o Clarification of S&T Personnel Demonstration Authority (S.1114)

“Notwithstanding any..law, the director of the [demo] laboratory is authorized to appoint individuals...and to fix compensation...without the review or approval of any official or agency other than the Under Secretary [AT&L].”

- o OUSD(P&R) drafted an appeal:

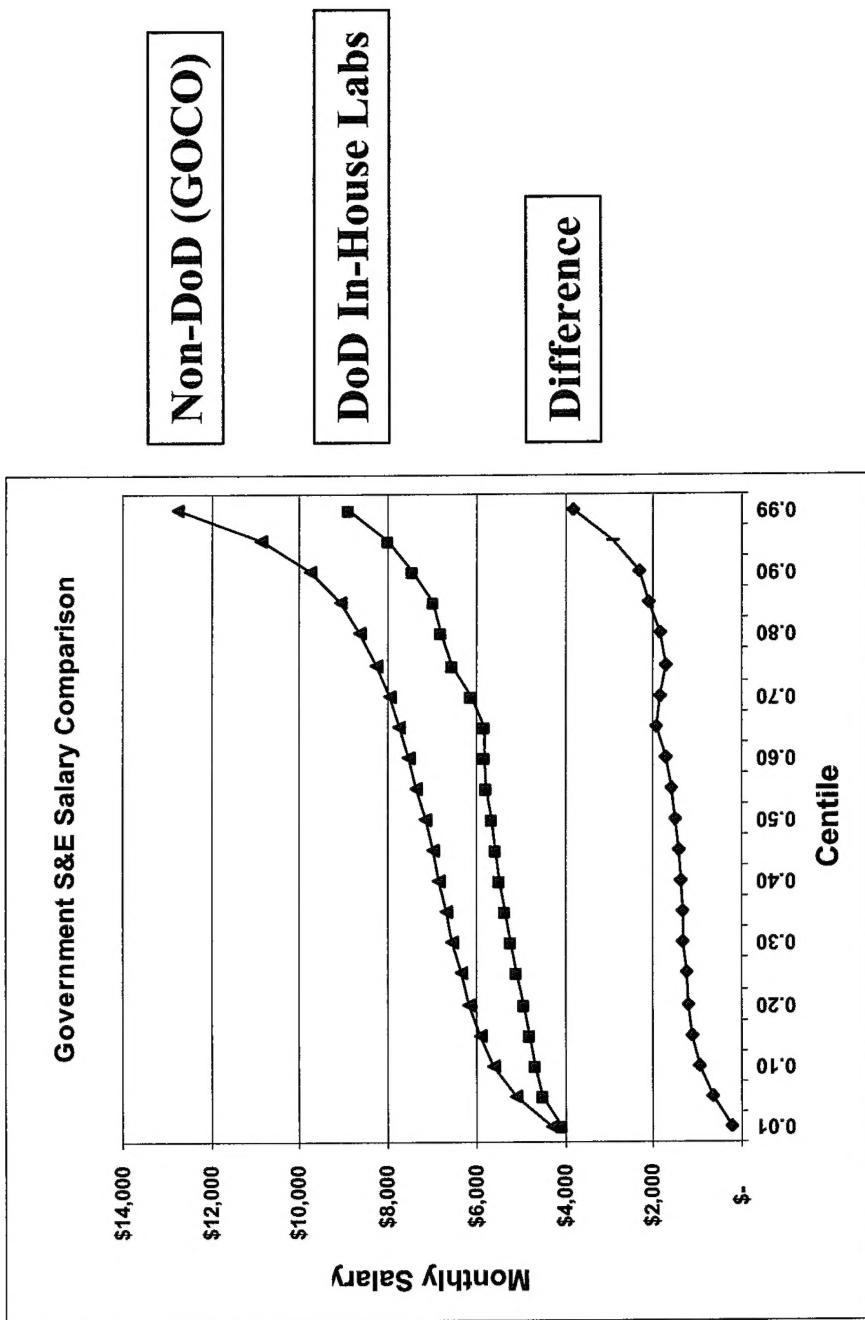
- Usurps SECDEF, Service Secretaries' Authority to manage workforce
- Potential to pay lab employees more than SECDEF or Congress
- Veteran's Preference, Equal Opportunity and Merit System Principles at-risk
- Possible labor conflicts over negotiable hiring and compensation
- Change would have cost impacts beyond labs
- Disrupts ongoing personnel demonstrations (reporting and analysis)

NEXT STEPS

- o Coordinate Report (target date: 30 Sept 00)
- o Execute Report Recommendations
 - or
- o Suspend Report Coordination
- o Transition Efforts to Acquisition 2005 Taskforce
- o Expand Taskforce Charter and Roster as Required

PAY ISSUE

GOVERNMENT FUNDED LABS DOING LIKE WORK 1998



Source: LLNL FY 1999 Salary Program Guidelines